



Work/Life Programs as a Human Capital Strategy

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Message from the President

“The family is the foundation of this society. .. It's the place where we find deep human fulfillment, and where we find love. It is where character of our nation is shaped, and where values are forged. Families provide us with comfort and encouragement, compassion and hope, mutual support and unconditional love. No family is perfect, but every family is important.”

- George W. Bush



Message from the Director



Director James: “Creating a more effective Government depends on attracting, developing, and retaining quality employees from diverse backgrounds and ensuring that they perform at high levels. Sound investment in human capital is essential if agencies are to achieve their missions. Agencies have taken up the challenge presented by the President's Management Agenda (PMA) and are already making progress.”

- Kay Coles James



The Top 2 HR issues*

Work/Life programs help with the following two issues:

- Attracting talent with critical skills
- Retaining talent

*According to Society for Human Resource Management (SHRM), June 2003



Top 5 Work/Life Programs*

Today's top 5 "Family Friendly" benefits are:

- Dependent Care Flexible Spending Accounts
- Flextime
- Family Leave
- Teleworking on a part-time basis
- Compressed work weeks

*According to Society for Human Resource Management (SHRM), June 2003



Also Important*

- Elder Care Assistance
- Child Care Services
- Management Training
- Adoption Assistance
- Community Outreach

*According to Society for Human Resource Management (SHRM),
June 2003



Federal Work/Life Programs

- Workplace flexibility e.g., compressed work weeks, telework
- Child Care Services including on-site child care, child care subsidies and back-up child care & Flexible Spending Accounts
- Elder Care Programs
- Adoption Assistance
- Fitness & Wellness Programs
- Employee Assistance Program (EAP)



Federal Work/Life Programs

- Workplace flexibility e.g., telework
 - There were 102,000+ Federal teleworkers in 2003, up more than 90% since 2001
 - Employees want workplace flexibility as a key option
 - Research shows that teleworkers are more productive
 - Telework programs promote effective emergency planning
- Resources:
 - www.telework.gov
 - www.golearn.gov (*Telework 101 for Managers; Telework 101 for Employees*)



Child Care Programs

- Child Care Services including on-site child care, child care subsidies and back-up child care
 - 230+ Federal on-site non-DoD Child Care Centers
 - 20 Agencies provide child care subsidies
 - 2 agencies provide “free” back-up care
 - Resource & Referral
 - Dependent Care Flexible Spending Accounts
- Websites
 - <http://www.opm.gov/wrkfam/childcare.asp>
 - www.childcare.gov
 - http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_BASIC&contentId=13318



Federal Work/Life Resources

- [http:// www.healthierfeds.gov](http://www.healthierfeds.gov)
- <http://www.opm.gov/ehs/workplace/html/domestic.asp>
- <http://www.opm.gov/ehs/alcohol.asp>
- <http://www.opm.gov/ehs/drugfree.asp>
- <http://www.opm.gov/ehs/eappage.asp>
- <http://www.opm.gov/wrkfam/html/adoption.asp>
- <http://www.opm.gov/ehs/violence.asp>



What Does the Work/Life Research Tell us?

- BWLS* found employees with supportive workplaces are more likely to have:
 - Higher levels of job satisfaction;
 - More commitment to their employer's success;
 - Greater loyalty to their employer's; and
 - Stronger intention to remain with their employer

*Business Work-Life Study- Families and Work Institute
(www.familiesandwork.org)

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

2002 National Study of the Changing Workforce*

“...the importance of supportive work-life policies and practices, such as flexible work arrangements, is clear—when they are available, employees exhibit more positive life outcomes, such as job satisfaction, commitment to employer, and retention...”

*Families and Work Institute (familiesandwork.org)



Workplace Flexibility: a Powerful Strategy for Today's Dynamic Marketplace*

- “87% of employees and 70% of managers report that flexible work arrangements have positive effects on productivity”
- “87% of employees and 65% of managers report that flexible work arrangements have positive effects on the quality of work”
- “80% of employees and 76% of managers report that flexible work arrangements have positive effects on retention”

*Boston College Center for Work & Family



Work/Life Trends*

- Progressive companies are using work/life initiatives to “connect the dots so that end users—the employees— can get the help they need, when it’s needed, allowing them to focus on business issues.”
- We are moving from the notion of “work-life balance”—to “work-life effectiveness” –the goal is for both the organization and the employee is the ability to more effectively manage personal life and work.

*According to Society for Human Resource Management (SHRM)



Work/Life Trends

- Executives respond to demands for flexible work schedules to recruit & retain workers*
- Lost Arrow's (Patagonia Apparel) child care program is estimated to save \$350,000 annually in reduced turnover**
- For every 30 jobs, Lost Arrow gets 10,000 applicants; Lost Arrow believes there is a link to their child care program

*SHRM 12-29-03 press release

**According to HR Magazine, 1-04, page 75



Work/Life Trends

- Boston College Center on Work and Family recently released a study* on model programs and policies for hourly and lower wage employees
 - Bank of America found that those who used their *Child Care Plus program* were twice as likely to stay with the company.
 - Provident Financial matches Dependent Care Assistance Program (DCAP) dollar for dollar up to \$2,000 and is confident that the program benefits both employees and employer.

* “Increasing the Visibility of the Invisible Workforce”

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What do Companies Do in Response to Research?

- Offer more flexible work/life arrangements e.g., telework, alternative work schedules, and some offer on-site child care and/or resource and referral, etc.



SO WHAT?

- What is the relevance to Federal agencies?
 - Agencies, like companies need to attract and retain the best employees and want to be the “employer of choice”
 - Work/life programs help agencies with their human capital strategies
 - Work/life programs should be aggressively marketed—they are competitive
 - Work/life program leaders need to get the word out about the benefits of the work/life programs being offered to the agency and employees

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How Do Work/Life Programs Help?

- Reduce absenteeism
- Improve productivity
- Reduce attrition
- Aid in recruitment & retention
- Engender agency loyalty
- Balance work/life needs



Contact Information

For more information,
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